COMMANDERS DIGEST

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HERO REMEMBERED—In ceremonies aboard O'Callahan RAdm James W. Kelly (r), chief of Navy chaplains, presents chaplain corps flag to Cdr. Robert L. Brown, commanding officer of the destroyer escort named for a Navy chaplain who was awarded Medal of Honor. At left is Capt. W. J. Rusch, Jr., commander Destroyer Sq 7, and Lt. W. L. Bouck, chaplain of squadron staff.

U.S. Troops Will Fly to Europe For Big 1969 NATO Exercises

Exercises to evaluate and further develop techniques for the deployment of U. S. NATO forces will be conducted in Europe in January and February according to the Department of Defense.

The exercises, named REFORGER I and CRESTED CAP I, will include about 12,000 U. S. Army troops and 3,500 Air Force personnel assigned to units redeployed to the United States last summer but retained under operational command of Gen. Lyman L. Lemnitzer, United States Commander-In-Chief Europe.

These are the first in a projected series of annual exercises for those units and for some other units based in Germany.

They are designed to maintain proficiency in operating procedures and to deal with special requirements pertaining to the European Theatre. Emphasis will be on orderly disposition of forces rather than speed of deployment.

Secretary of Defense Clark M. Clifford announced the early scheduling of these exercises to NATO in Brussels on Nov. 14 as a part of the proposed U.S. contribution to the increased readiness of NATO. They had been planned for later in 1969.

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U.S. Strategic Forces Termed Key Deterrent

"I believe one has to conclude that strategic superiority in the future will not be determined primarily by relative numbers of boosters on both sides—or several sides as the case may be," said Lt. Gen. Seth J. McKee, Air Force vice chief of staff, speaking before the Reserve Officers Association in Washington.

"It will be determined by tactical flexibility and by the effectiveness of command and control systems used for battle management," he explained.

General McKee said that in the coming revolution in strategic operations the primary purpose of our strategic nuclear forces is, "and will continue to be deterrence of nuclear war.

"It also seems clear to me that strategic forces which can insure that we would emerge from a nuclear exchange with a relative advantage in surviving population, industry and military forces are most likely to deter effectively."

He said eight years ago, ballistic missiles came into the picture and soon became major elements of the strategic forces of both the United States and the U.S.S.R. "Relative superiority of missile forces was largely a matter of numbers."

He said each missile carried a single warhead and each warhead followed a predetermined ballistic trajectory. Rapid damage assessment was not possible, nor was rapid retargeting of unfired missiles. Neither side had any active defense against missile attack.

"So if we had needed to use our missiles in retaliation the whole thing would have been pretty automatic. In

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U.S. NATO Troops Will Fly to Europe

(Continued from Page 1)

All Army units deployed as part of REFORGER I will return to their United States stations upon completion of the exercise.

The one brigade of the 24th Infantry Division and associated elements now in Germany will not rotate as previously announced but will remain there.

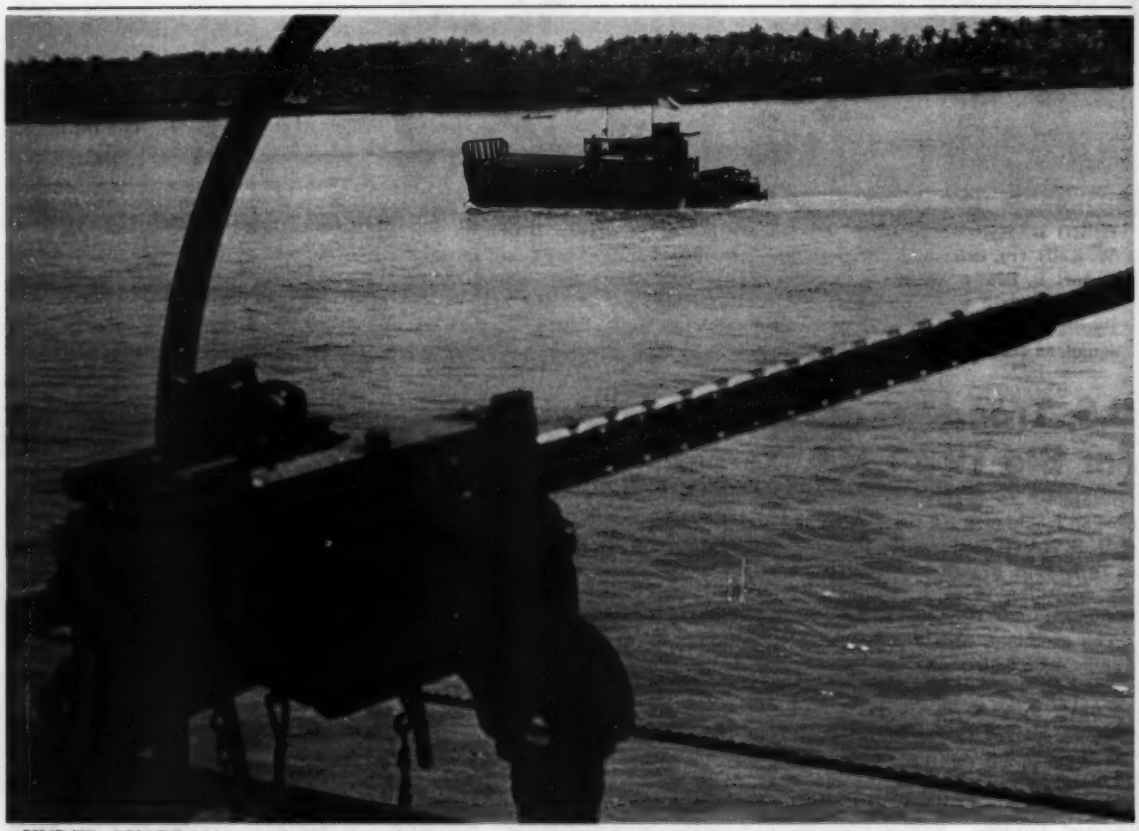
This will enhance the continuing readiness of the Division primarily by reduction of frequent personnel shifts. An earlier concept that the brigades of the 24th would succeed each other on temporary duty in Germany has been revised.

Four F-4 squadrons in the Air Force's CRESTED CAP I will remain temporarily in Europe to complete additional training before returning to their bases in the U.S.

Airlift for REFORGER I will be provided by the Air Force. Units include: the 60th Military Airlift Wing MAW, Travis AFB, Calif.; 62nd MAW, McChord AFB, Wash.; 63rd MAW, Norton AFB, Calif.; 436th MAW Dover AFB, Del.; 437th MAW, Charleston AFB, S.C.; and the 438th MAW from McGuire AFB, N.J.

The 7th, 8th and 9th Tactical Fighter Squadrons of the 49th Tactical Fighter Wing at Holloman AFB, N.M., as well as the 417th Tactical Fighter Squadron from Mountain Home AFB, Idaho, will take part in CRESTED CAP I.

Army units deploying from the U. S. in REFORGER I include: the 24th Infantry Division (Mechanized), less the brigade now in Germany and Company D., 1st Composite Support Battalion, both from Fort Riley, Kan.; Company D., 440th Signal Battalion and Hq. and Hq. Detachment, 36th Medical Battalion from Fort Hood, Tex.; 2nd Squadron, 3rd Armored Cavalry Regiment, Fort Lewis, Wash.; 5th Surgical Hospital, Fort Knox, Ky.; 417th Ambulance Company, Fort Stewart, Ga.; 517th Medical Clearing Company, Fort Carson, Colo.; 342nd Transportation Truck Company, Fort McClellan, Ala.; and the 100th Transportation Truck Company, Fort Eustis, Va.



UNDER GUARD—Armored troop carrier passes one of the ships of the Mobile Riverine Force in Vietnam. ATCs are used to set up perimeters around the MR base which consists of headquarters and barracks ships of the task force and which changes positions frequently in Mekong Delta area.

Strategic Forces Termed Key Deterrent

(Continued from Page 1)

short, tactics was a word that you didn't find in the vocabulary of missilery.

"But the convergence of a wide range of research effort is rapidly changing all that. We have—either in hand or in sight—the technology that will allow us, and presumably the Soviets, to:

- "Defend against incoming missiles with nuclear-armed antimissiles;
- "Build warheads with various kinds of penetration aids to confuse enemy defenses;
- "Equip each ICBM booster with several warheads that can be directed against separate targets;
- "Determine quickly whether a warhead has hit its target;
- "Rapidly change the target to which an unfired missile is directed;
- "Achieve missile accuracies comparable to those of manned bombers."

He said these technical possibilities will be available regardless of whether we do or do not agree with the Soviets to limit the size of strategic offensive and defensive forces.

"Unless, of course, we were to arrive at some acceptable agreement to freeze research and development. That seems unlikely at the moment.

"The implications of all these options are far-reaching. They affect not only the missile force but also the employment of manned bombers and interceptors, so the integration of strategic offensive and defensive systems managed by all of the military Services will have to be more closely knit than ever before."

General McKee also brought up the areas of general purpose and airlift forces. He said our buildup of general purposes forces or tactical aircraft began in 1961 and consisted generally of tactical aircraft that had been in the inventory for quite some time. Several things that bear on Air Force hardware requirements have become clear:

- A family of tactical aircraft is needed for the varied tasks of tactical airpower in Vietnam and will be needed even more for limited wars that we may have to participate in after Vietnam. It should include an air superiority fighter, a sophisticated long-range tactical aircraft for deep interdiction, a relatively simple but extremely survivable attack aircraft for close support work and an observation aircraft designed for the forward air controllers and other uses.
- The effectiveness of interdiction is directly proportionate to the all-weather ability of aircraft to locate and hit small, and often mobile, targets.
- As Army air mobility has reduced the firepower of ground forces, there has been an increased need for sustained, heavy, all-weather, air-to-ground fire support.

He said we're in very good shape in the strategic airlift area with the C–141 already in the inventory and the C–5 joining the airlift fleet next year. However, we do need a replacement for older tactical airlift planes such as the C–130, C–7 and C–123. He pointed out that they are aging, "but they are still doing an amazing job in Southeast Asia.

"This I believe is the great challenge facing the defense community as a whole, and the Air Force in particular. If we do our work well, effective deterrence will continue as a constructive force—the foundation on which a better, safer world may be built."

COMMANDERS DIGEST

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SCRUTINIZING JET—Model of USAFE's primary tactical jet fighter (F-4D) is studied by Lt. Gen. Andrew J. Boyle, USAREUR V Corps commanding general, right, during recent visit to USAFE headquarters. Explaining fighter's function is Lt. Gen. Robert N. Smith, USAFE vice commander-in-chief.

Continent of Change

AFRICA TODAY

Africa today is in a state of transition, says Assistant Secretary of State for African Affairs Joseph Palmer 2nd. It is "a continent emerging from a dismal past, trying to build an acceptable present, and determined to achieve a brighter future."

In a recent address Mr. Palmer described the complex political, economic, educational and cultural changes which are taking place on that continent of approximately 50 countries—42 of them independent nations.

Below are excerpts from his speech of December 5. Additional excerpts analyzing U.S. policy toward Africa will be published in a forthcoming issue.

We count today some 42 independent nations in Africa. Three—Equatorial Guinea in West Africa, Swaziland in Southern Africa, Mauritius in the Indian Ocean— attained their independence this year. These most recent accessions to the family of nations dramatize how the map of Africa has changed.

Older maps showed a few coastal points surrounding a blank interior, which the cartographer filled with drawings of elephants and other exotic fauna. The maps of our youth showed Africa seemingly locked in the primary colors of the colonial powers. Present editions are replete with changes from European to African nomenclature for emerging countries and their principal place names.

These kaleidoscopic images of a continent have had one element in common. Largely constructed by non-Africans, they represented an outsider's view of societies and cultures alien to, and often misinterpreted by, the foreign observer.

A few points of historical perspective may help us understand the new and independent Africa.

Trade Flourished in Ancient Kingdoms

Colonial rule was imposed in different parts of Africa over a period of three hundred years. It did not encounter stagnant societies but creative and vital peoples who were evolving their own social and political patterns.

The world is only now beginning to appreciate the richness and sophistication of these societies: the ancient institutions of Ethiopia; the Nok culture of Nigeria extending back to the pre-Christian era; the mysterious Zimbabwe culture in Central Africa; the great Kingdoms of Songhai, Mali and the Kanuri in West Africa; the Merina monarchy in Madagascar; the warrior leadership of the great Zulu Chaka—to name only a few.

Trade and cultural exchange flourished with North Africa and the Middle East and with the outside world.

Heritage of Colonialism

But two developments all but destroyed the dynamism of the African peoples—the slave trade, which decimated, debilitated, and corrupted the societies, and colonialism, which pre-empted decision-making and isolated generations of Africans from a process of natural political change.

The heritage of colonialism accounts for many of the more stubborn problems facing Africa today. Not only was African political and social development stifled, but economic development was directed along north-south lines primarily for the advantage of the colonial power.

Educational patterns were based on European experience, and efforts at African self-expression were discouraged. Boundaries were fixed on a basis of European power politics, dividing peoples and economic regions, erecting language barriers and disrupting trading patterns.

I am not seeking here to balance the books on the colonial period—to weigh material accomplishments against the intangible handicaps imposed by the human costs of the system. Nor would I ignore efforts of most of the colonial powers in the post-war period to help the African people prepare for independence.

But viewed from the hindsight of nearly a decade of African independence, the colonial period was one of arrested indigenous development. It did not contribute to the process of nation-building to the extent of comparable years of independent development among the peoples of Europe, parts of Asia, and most of Latin America.

Thus the challenge of change in the African continent—accelerated as elsewhere by the revolution in communications and the growth of economic and political interdependence—is all the stronger in coming on the heels of a prolonged period of isolation and indigenous nonparticipation.

What is the nature of the forces for change today in Africa? What form are they taking?

Political Change

The African nations are engaged, each in its own way, in overcoming their past. They seek to create African political institutions and find African methods to achieve that degree of national consensus without which no nation can be governed.

The diversity of approach is greater than is apparent to the casual observer. Institutional arrangements, in any case, can mask the realities of the political process. One needs to explore the political dialogue between the modern elites and the traditional religious or rural leadership, or analyze the apportionment of benefits and contributions among different ethnic groups.

One must take into account the scarce resources in trained manpower, and how to harness such talents for the good of the nation and yet give sufficient freedom of self-expression.

In these experimental approaches—in which the price of failure is frequently loss of political power—we see the crucial problem of mobilizing support, from the subsistence farmer in the field to the university graduate in the capital. The governments are concerned with instilling pride in contributing to the building of nationhood.

It is fascinating to observe the diversity of approach of political leaders to this dialogue with constituencies. The intonation may be that of Oxford, the Sorbonne, or of a Midwestern American university. The symbols may be capitalistic, Marxian, or traditional. The techniques may be democratic, authoritarian, tribal, or a blend of all three.

In every case the Africans are busy adapting a variety of local equivalents, based on their own experience and psychological outlook. Thus the roasted whole sheep may substitute for the cold chicken political supper, the shade tree for the town hall, and the cock or crested crane for the donkey or the elephant.

Military Takeovers

In modern circumstances, the forced pace of institution-building cannot be a smooth, harmonious process. Of the independent African countries, we have in the past three years seen military takeovers in 12—some of these on more than one occasion.

This rise in importance of the military is not surprising. In some instances, the military leadership, after periods of standing aloof from direct political participation, has lost confidence in civilian leaders. In some cases, this reflects reactions against corruption, inefficiency and lack of progress. In others, personal ambitions or even instincts for preservation of position and prerogatives have played a part.

Yet the military—like the political leadership it replaced—has found it necessary to be responsive to the political and economic aspirations of the population. In a growing number of situations, the military has come to realize it has no magical answers and has returned—or is in the process of returning—the country to civilian power.

Economic Change

Economic change in Africa is equally urgent and no less complex. Much of Africa remains snared in subsistence agriculture, dependent on a few basic food crops consumed by the producer, or bartered, thus leaving a sizeable portion of the population outside the money economy. But subsistence agriculture is not enough in a period of population pressures and rising expectations.

Colonial Africa developed primary products for export, usually to meet the needs of the colonial power processor and consumer. While these products earn foreign exchange to finance needed imports, they suffer from considerable price fluctuations.

The problem of restructuring local economies to provide a greater role for manufacturing and for home-owned trade, commerce, and service industries is common to all the developing countries. But the problem is especially acute in Africa, which not only has a lower base in trained manpower and entrepreneurial skills than many other areas, but is inhibited by lack of capital and by trade and shipping patterns which discourage the processing in Africa of what Africa produces.

Independence has brought some change from subsistence to cash crops production, thus extending the reach of the money economy. Some growth in light industry can be noted.

Changes are also occurring in communications and transportation: new telecommunications links, new airlines, railroads, pipelines, and roads. Most importantly and naturally, these links are being forged more and more among neighboring African countries rather than, as in the past, to and from the former metropole.

Educational and Cultural Change

Education presented a grim picture at the beginning of this decade for the newly independent African countries. Literacy in a European language—many African languages have not been reduced to writing and are deficient in technological vocabulary—ranged from less than five percent in most countries towards 40 or 50 percent in a few.

Primary school attendance, leading to bare literacy, was extremely low. Secondary school figures were a fraction of those for the primary schools, and university-level training in some instances could be counted in the tens of students.

The demand for education, however, is perhaps the greatest popular imperative facing an African leader today. The counterpart of the young Abe Lincoln lying in front of the fireplace is the poignant picture of African youngsters studying under street lamps, for lack of a reading light at home.

Most new African countries devote twenty to thirty percent of their meager budgetary resources for education, and yet—given the rate of population growth—they are not expanding educational facilities as fast as the need—much less the demand—is growing.

There exist, moreover, profound questions concerning the relevancy of European-designed educational system to the needs of the developing African countries. Of course, entrance requirements for foreign universities impose certain limitations on the possibilities for curriculum change, at least in those institutions designed to prepare the brighter students for higher education.

Nevertheless, thoughtful Africans are questioning whether curricula designed to prepare students for a place in a developed European society are responsive to African problems of nation-building and development. Greater emphasis is being placed on developing the skills and research which are stressed in our own land-grant institutions.

Influence of Radio and Television

But the cultural change is broader than the question of formal education. A major, and often under-appreciated,

phenomenon in Africa is the growing spread of ideas through radio and television broadcasting.

Some of the most educationally underpriviledged of African countries are experimenting with such devices as educational television in order to bypass the fixed overhead of school construction costs and teacher recruitment. The spread of inexpensive battery-powered transistor radios in areas miles from sizeable towns means that the peasant farmer, astride his bicycle with the transistor pressed to his ear, is learning quickly of a world far from his remote village.

With a sudden, almost blinding awareness, there has come what has truly been called a revolution of rising expectations. And African political leaders are becoming painfully aware of this new sophistication and of the need for coming to grips with it.

But, as so often in considering the problems of development, we tend to come around full circle. There are social and political risks in expanding educational output beyond job opportunities satisfactory to the school-leaver. The output of manpower skills must be balanced with the manpower needs of the economy.

Difficult decisions of priorities pose themselves: whether to put more emphasis on upgrading agricultural skills and somewhat less on formal education—the three R's. How to instill a sense of the dignity and worth of manual labor compared to the prestige of a white-collar job in town?

These problems are strikingly real to African countries and their leadership, and the answers are rarely to be found in scholarly outside advice, no matter how sincere and well meant.

African Aspirations

What of the common aspirations of the African peoples toward each other and the outside world?

From what we have said about the colonial system, I think it becomes clear why the Africans place the highest priority on the continuing principles of self-determination, independence, and majority rule for themselves and the entire African continent.

They wish to be masters of their own fate, accepting badly needed outside assistance with dignity and without political entanglements. They are grateful for such assistance and for a friendly helping hand, but they do not consider themselves for sale to the highest bidder. They are proud of their successes and regretful over their failures—but they are determined to be responsible themselves for either.

They recognize a great underlying need for unity among Africans, unity of thought and approach, cooperation in facing those economic and developmental problems shared by more than one African country.

They are also more aware of the real diversity of the continent, and of the obstacles thus presented to an early realization of far-reaching political unity: cultural and language barriers; existing trading blocs and preferential tariff arrangements; differing monetary systems; disproportions in size, population and resources; and differing approaches to resolving internal problems.

Yet the advantages of greater unity of approach and efforts are equally apparent and encouraging efforts are being made on levels short of the merging of sovereignty to develop regional common markets, customs unions, and other cooperative arrangements to mutual benefit.

AN AFRICAN FARM FAMILY AT IRRIGATION POINT

Infantry Described As Best In History

Maj. Gen. George W. Casey, commanding general of the Army's Combat Arms Group at Fort Leavenworth, Kan., believes that the U.S. Infantry today is the best that this country has ever fielded.

Speaking at the Combat Developments Command's Dynamic Infantry Conference at Ft. Benning, Ga., General Casey said, "The men themselves are bigger, better trained, better equipped, better supported and better led than the infantry of any previous period.

"But these facts should not be translated into complacency for, as is always the case, anything that we do today can be done better tomorrow."

General Casey was one of the speakers at the Dynamic Infantry Conference which was a three-day session to comprehensively review the needs of the infantry both now and in the future.

Findings and recommendations coming out of the seminar-type conference will be included in the "Army-75" study which will set the theme of the Army for the next decade.

General Casey, in considering how to improve the effectiveness and increase the survivability of the individual infantryman, said the challenge is to ask the question, "How can that be done better?"

He said, "It seemed to me that it was essential to begin with the very basics and progress gradually to the relative complexities of higher organizations.

"The basic, in this case, is obviously the man himself, for in the final analysis it is always the individual who makes the infantry successful or causes it to fail."

General Casey said, "It seems to me that assistance to the individual infantryman falls into 3 categories.

"First, that which we can build into the individual himself to better prepare him for his awesome task on the battlefield. Second, we should consider the clothing and equipment that the man wears and fights with. Third, we must consider the support that is provided from the outside to the infantryman."

He said the infantryman of today is better educated than those of earlier days, with about 75 percent having at least some high school and about 20 percent with some college. This group with college educations will increase soon with the revision of the draft laws, "and it is properly so for the job of the infantryman today is one of increased complexity and it is the only job where the individual bets his life that he'll do his job correctly every time."

He said the physical senses can be augmented to build enhanced capabilities into the individual infantryman. In the area of sight, tremendous advances have been made in night vision but, "we have accomplished little in the way of enhancing our day vision abilities."

Developments in hearing, "show promise but our listening posts and long range reconnaissance patrols still need some kind of sound amplifier."

He mentioned the recently developed "people sniffer" but, "Can it be made smaller and less complex so that it would be routinely available to members of a rifle squad?"

In the area of touch he pointed out night time operations and tasks such as identifying rounds of ammunition, weapons, operating communications equipment—and all without light.

He said from our analysis of the infantryman's mission on the battlefield, "I have drawn certain doctrinal guidelines.

"1. We seek protection for the individual soldier.

"2. We would like to give the infantryman the capability of destroying his adversary before he himself has been exposed to fire.

"3. We must conserve the infantryman's strength.

"4. We must insure the use of superior mobility in order to apply our strength to the enemy's weaknesses.

"5. We must maintain the ability to operate continuously.

"6. We must keep it simple by continuing to assess our new developments to insure that we don't complicate the battlefield with technology beyond the understanding of our troops and their capability to maintain it.

"The mission of the infantry is unchanged—to close with the enemy by means of fire and maneuver, to kill or capture him.

"But while the mission of the infantry remains unchanged, the method of accomplishing that mission and the equipment which the infantryman uses to accomplish the mission is subject to change and therein lies the challenge . . ."

COPTERS BY AIR—Air Force crew from Det 5, 65th Military Airlift Group, Seoul, Korea, offload one of six new UH-1H helicopters flown into the country by C-133s. Copters were turned over to ROK army to provide for its first organically assigned tactical helicopter support.

Deadline Set for OCS Candidates

All male Officer Candidate School applicants, except members of the Regular Army and Reserve Components on active duty, must soon enlist in the Regular Army for a three-year period upon selection for training. Department of Defense officials announce the new ruling becomes effective March 1, 1969.

For those applying for OCS on or after March 1, the following rules will apply:

- Members of the Regular Army with three or more years, but less than six months of service remaining on their current term of service at time of enrolment in an Officer Candidate School, must extend their enlistment a sufficient period of time in order to complete OCS training.
- Members of the Regular Army who enlisted for less than three years must extend their enlistment for a minimum of 12 months.
- Members of the Regular Army with less than three years' service who enlisted in the Regular Army for a period of three years, but who have less than six months remaining on their current term of service at the time of enrolment in an Officer Candidate School, must extend their enlistment a sufficient period to complete OCS training.
- OCS candidates who, because of illness, turn back to a subsequent class, or for any reason do not have sufficient service remaining to complete Officer Candidate School, must extend their term of service a sufficient period of time to complete OCS training.
- Members of Reserve Components on active duty must agree to remain on active duty in their present status for a minimum of three years' total active federal military service. Those with more than three years of active Federal military service must agree to remain on active duty a sufficient period of time to complete OCS training.
- OCS "College Option" applicants must enlist in the Regular Army for a period of three years upon selection for OCS training. However, those college option enlistees who enlisted prior to 1 March will continue with their previously stated active duty obligations.
- Members of the Army of the United States (inductees) must accept a discharge from the AUS and enlist in the Regular Army for a period of three years upon selection for OCS training.
- Those individuals who withdraw from the OCS program any time after approval for OCS, or who fail to graduate from OCS for any reason, will be required to complete the time remaining on their term of enlistment, reenlistment or extension as the case may be. However, those individuals who are discharged from the AUS and enlist in the Regular Army for OCS training who fail to graduate or withdraw from the OCS program may apply for discharge under AR 635-200 not earlier than 60 days prior to and to be effective upon completion of a total of three years' active federal service.

These changes in the enlisted active duty obligation for OCS training will not change the total time spent in service for those who are commissioned from OCS.

OCS graduates will continue to serve two years on active duty as commissioned officers. Including training and administrative time (BCT, AIT, leave, travel, processing time and two years as an officer), most OCS graduates now spend approximately two years and 11 months on active duty.

Merry Christmas

and

Happy New Year

from

Armed Forces Press Service

E-E-A-A-S-S-Y NOW—Marines hold tail section of Sea Knight helicopter of Medium Helicopter Sq (HMM) 364 as it perches on mountain top near the DMZ with only its rear landing gear touching. Copters are used to resupply Marine units stationed on hilltops and hard-access areas.

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